

To: President Thrasher

From: Dean's Development Committee [Chair, Marcy Driscoll (Education); Tom Blomberg (Criminology & Criminal Justice); John Fogarty (Medicine); Patricia Flowers (Music); Steve Leach (Panama City); David Rasmussen (Social Sciences & Public Policy); Nick Mazza (Social Work)]

As a subcommittee of the University's Dean's Council, we would like to welcome you to your new role. We believe you have an opportunity to address some fundamental issues that undermine the FSU Foundation's service to the university. In turn, we recognize that the Deans should get more involved in our efforts to meet the campaign goal and be more involved in the selection of development officers that support our efforts.

First, we believe that the Foundation's vision and mission statement is truly perfunctory and as such it reflects our perception of its performance. The university is presently being asked to contribute significantly to the Foundation's operating budget and current estimates suggest that this subsidy could be \$100 million over the next decade. The Foundation's leadership advises and informs its Board, which in turn is a strong advocate of the Foundation without regard for the effectiveness with which the Foundation serves the university.

The Foundation is supposed to serve the university and we believe the university needs to exercise more influence over the Foundation if we are to continue to subsidize its operation.

Among the issues that concern this committee are:

- There has been a long history and present tendency to hire back-office and higher-level executive staff over hiring more front-line development officers (DOs) who we believe are the engine of our campaign effort.
- A lackluster personnel management system exists that fails to recruit highly qualified development officers in the first place and provides no visible career ladder for development officers who are already here. This results in a high turnover rate among development officers as well as incentives for DOs to move colleges as the only means of career advancement.
- An organizational structure exists that, through no fault of the incumbent administrators, undermines accountability. The positions of Vice-president for University Advancement and President of the FSU Foundation are held by the same

person, which blurs the lines of authority between the University and the Foundation as well as complicating the relationship between the President of the Foundation and the Executive Vice-president of the Foundation.

We would appreciate the opportunity to meet and discuss these issues with you.